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ABSTRACT

Directing the reader to books and articles making significant contributions to theory and research in the field of organizational communication, this annotated bibliography contains 43 entries, including seminal works, exemplars, and state-of-the-art pieces primarily by authors within the field of communication. The entries are grouped into 9 categories: (1) general sources; (2) theoretical perspectives; (3) communication structure in organization (networks, superior-subordinate communication, feedback, distortion); (4) communication and organizational climate (including audits, productivity, and satisfaction); (5) power, influence, and organizational conflict; (6) organizational communication education; (7) organizational communication and information technologies; (8) information processing and decision-making; and (9) communication and organizational culture. (SR)

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ORGANIZATIONAL COMMUNICATION

A Selected, Annotated Bibliography Prepared by
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October 1987

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This bibliography directs the reader to books and articles making significant contributions to theory and research in the field of organizational communication. Included are seminal works, exemplars, and state-of-the-art pieces. While other disciplines have contributed substantially to the literature of organizational communication, these entries reflect primarily work by authors within the field of communication.

General Sources

Conrad, C. (1985). Chrysanthemums and Swords. A reading of contemporary organizational communication theory and research. **The Southern Speech Communication Journal, 50,** 189-200.
This essay describes the state-of-the art, outlines the evolution of diverse perspectives on symbolic action in organizations, and suggests criteria for evaluating traditional and nontraditional research.

Jablin, F. M., Putnam, L. L., Roberts, K. H., & Porter, L. W. (Ed.). (1987). **Handbook of Organizational Communication.** Beverly Hills, CA: Sage.
This authoritative volume contains current treatments of issues central to organizational communication by leading theorists and researchers. It is an excellent source of incisive analysis and comprehensive literature reviews on topics such as communication climate, organizational culture, networks, information technologies, power and influence, conflict and negotiation, decision making, feedback, organizational assimilation, etc.

Putnam, L. L., & Cheney, G. (1985). Organizational communication: Historical development and future directions. In T. Benson (Ed.), **Communication in the twentieth century,** (pp. 130-156) Carbondale, IL: Southern Illinois University Press.
This essay provides an enlightening overview of organizational communication by tracing the evolution of traditional and nontraditional areas of research and by reviewing emergent approaches. It also touches on the practical side of organizational communication by including its impact on training and consulting.

McPhee, R. D., & Tompkins, P. K. (Ed.). (1985). **Organizational communication: Traditional themes and new directions.** Beverly Hills, CA: Sage Publications.
Chapters focus on recasting traditions and on calling for future research on the history of organizational communication, networks, climates, bargaining, unobtrusive control and power.

Redding, W. C. (1979). Organizational communication theory and ideology: An overview. In D. Nimmo (Ed.), **Communication Yearbook 3,**(pp. 309-342) New Brunswick, NJ: Transaction Books.
Redding presents a cogent discussion of both the need for and the state of theory in the field. The prevalent ideologies which underly organizational communication theory are explicated and the advantages and disadvantages of the application of particular perspectives are explored.

Tompkins, P. R. (1984). The functions of human communication in organizations. In C. A. Arnold and J. W. Powers (Eds.), **Handbook of Rhetorical and Communication Theory,** (pp. 659-719) Boston: Allyn and Bacon.
This is an excellent overview of classic and contemporary perspectives of complex organizations that have had a significant impact on the study of organizational communication, including Fayol, Taylor, Weber, Mayo, Follett, Argyris, McGregor, Likert, Simon, and Barnard. Research on selected topics is also reviewed.

Theoretical Perspectives

Barnard, C. (1938). **The functions of the executive.** Cambridge, MA: Howard University Press.
Although complex, this work represents the earliest and one of the most comprehensive treatments of organizational theory from a communicative perspective. Barnard's theories of authority leadership and decision making are based upon communication as a key element.

Monge, P. R. (1982). Systems theory and research in the study of organizational communication: The correspondence problem. **Human Communication Research, 8,** 245-261.
The proper study of systems theory requires researchers to conduct systems research. This analysis provides a cogent overview of the systems perspective and examines one conceptualization of systems theory in depth.

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Putnam, L. L. (1982). Paradigms for organizational communication research: An review and synthesis. **The Western Journal of Speech Communication, 46,** 192-206.
This article provides an analytic review of four major perspectives: functionalist, interpretive, radical humanist, and structuralist. Noted are major contributions and weaknesses of each paradigm.

Putnam, L. L. & Pacanowsky, M. E. (Ed.). (1983). **Communication and organizations: An interpretive approach.** Beverly Hill, CA: Sage.
Prominent theorists and researchers examine the interpretive approach from naturalistic and critical perspectives. Included are exemplar essays on research and conceptual developments within each domain.

Tompkins, P. K. (1983). On the desirability of an interpretive science of organizational communication. Paper presented at the Speech Communication Association annual meeting, Washington, D.C. ERIC ED 240 648.
Drawing on Max Weber's work, this report describes the characteristics of an interpretive science of organizational communication and points out the advantages of following this approach.

Weick, K. (1969). **The Social Psychology of Organizing.** Reading, MA: Addison-Wesley.
Weick explicates the universal processes which operate to form and maintain organizations. A fundamental position in his approach is that organizing serves to remove equivocality from the informational environment.

Communication Structure in Organization (networks, superior-subordinate communication, feedback, distortion)

Cusella, L. P. (1980). The effects of feedback on intrinsic motivation: A propositional extension of cognitive evaluation theory from an organizational communication perspective. In D. Nimmo (Ed.), **Communication Yearbook 4,** (pp. 367-388) New Brunswick, NJ: Transaction Books.
This study analyzes the effect of positive feedback on intrinsic motivation of task performers. It provides an excellent overview of feedback, exploring variables relevant to the administration of feedback messages.

Danowoski, J. (1980). Group attitude uniformity and connectivity of organizational communicative networks for production, innovation and maintenance content. **Human Communication Research, 6,** 299-318.
The author investigates the relationship between the connectivity of communication network groups and the uniformity of beliefs and attitudes of group members. Variations are explicated in terms of communication.

Fairhurst, G. T., Green, S. G., & Snavely, B. K. (1984). Managerial control and discipline: Whips and chains. In R. N. Bostrom (Ed.), **Communication Yearbook 8,** (pp. 558-593) Beverly Hills, CA: Sage.
This article presents the results of a study of the strategies managers use to control ineffective performance. Based on a model which tracks the flow of communication between a manager and a subordinate, it focuses on how managers make sense of expectation and performance discrepancies.

Jablin, F. M. (1979). Superior-subordinate communication: The state-of-the-art. **Psychological Bulletin, 86,** 1201-1222.
This cogent literature review organizes and critiques empirical research in superior-subordinate communication. It examines the literature from nine areas such as openness, upward distortion, upward influence, semantic-information distance, and feedback.

Monge, P. R., & Linsey, G. N. (1974). The study of communication structure in large organizations. Paper presented at the International Communication Association annual meeting. ERIC ED 095 4589.
This report describes a set of procedures for analyzing communication networks in large organizations. It provides guidelines for conducting a large-scale network analysis by computer.

Stohl, C. (1978). Bridging the parallel organization: A study of quality circle effectiveness. In M. L. McLaughlin (Ed.), **Communication Yearbook 10,** (pp. 416-430) Newbury Park, CA: Sage.
The author takes a network approach to the study of quality circle effectiveness. The impact of network variables and group cohesiveness on solution effectiveness and perceptions of effectiveness are measured.

Communication and Organizational Climate (including audits, productivitty, and satisfaction)

Albrecht, T. (1979). The role of communication in perceptions of organizational climate. In D. Nimmo (Ed.), **Communication Yearbook 3,** (pp. 343-358) New Brunswick, NJ: Transaction Books.
This study evalutes the role of communication in perceptions of organizational climate. It examines differences in the perceptions of active communicators and those who are isolated from communication flow.

Falcione, R. L., & Kaplan, E. A. (1984). Organizational climate and culture. In R. N. Bostrom (Ed.), **Communication Yearbook 8,** (pp. 285-310) Beverly Hills, CA: Sage.
The authors review the major perspectives from which organizational climate has been approached and climate research, including the ICA Communication Audit. They also examine the relationship of organizational culture and organizational climate.

Sortirin, P. (1984). Organizational culture: A focus on contemporary research. Paper presented at the Speech Communication Association meeting, Chicago, IL. ERIC ED 252 892.
This paper reviews modes of thought, dominant paradigms, perspectives on communication and organizations, and research approaches using organizational culture as a basis of comparison and a point of correlation.

Power, Influence and Organizational Conflict

Bormann, E. G., Pratt, J., & Putnam, L. (1978). Power, authority, and sex: Male response to female leadership. **Communication Monographs, 45,** 119-155.
This extensive case study of a developing organization examines how participants' communication affected their organizing behavior. Female dominance and male response to that dominance emerge as an important element.

Donohue, W. A., Diez, M. E., & Hamilton, M. (1984). Coding naturalistic negotiation interaction. **Human Communication Research, 10,** 403-427.
A means of coding negotiation interaction that is sensitive to formal, naturally occurring bargaining behavior and that can detect the strategic use of communication is described. The results of its application to simulated bargaining and naturalistic bargaining data are reported.

Putnam, L. L., & Jones, T. S. (1982). The role of communication in bargaining. **Human Communication Research, 8,** 262-280.
This comprehensive essay classifies, reviews, and critiques contemporary literature on the role of communication in the bargaining process. It also reviews research findings in four areas: communication opportunity, information exchange, message strategy and categories of interaction.

Organizational Communication Education

Falcione, R. L. (1977). Some instructional strategies in the teaching of organizational communication. **Journal of Business Communication, 14(2),** 21-34.
This paper outlines a general instructional system and paradigm which can be applied to any learning situation and discusses four instructional strategies specifically applicable to teaching organizational communication.

Geist, P. (1984). Bargaining simulation unit: An instructional tool for the organizational communication course. Paper presented at the International Speech Communication Association meeting, San Francisco. ERIC ED 246 518.
This paper describes a bargaining scenario particularly suitable for the introductory organizational communication course. It also includes criteria and options for a written assignment.

Kreps, G. & Lederman, L. C. (1985). Using the case method in organizational communication education: Developing students' insight, knowledge, and creativity through experience-based learning and systematic debriefing. **Communication Education, 34,** 358-364.
Guidelines are provided for using the case study technique, including case selection, structure, and strategies.

Staley, C. S., & Shockley-Zalabak, P. (1985). Identifying communication competencies for the undergraduate organizational communication series. **Communication Education, 34,** 156-161.
The authors describe the undergraduate organizational communication series developed at the University of Colorado and the competencies the series is designed to cultivate.

Organizational Communication and Information Technologies

Hiemstra, G. (1982). Teleconferencing, concern for face, and culture. In M. Burgoon (Ed.), **Communication Yearbook 6,** (pp. 874-904) Beverly Hills, CA: Sage.
This article explores the potential impact of technologies designed to facilitate and augment human-to-human communication on shaping organizational culture. It reviews existing research, describes linguistic ethnography and an interpretive framework, suggests research steps, and reports results of a pilot study.

Rice, R. E., & Marross, G. G. (1987). The case of the intelligent telephone: The relationship of job category to the adoption of an organizational communication technology. In M. L. LcLaughlin (Ed.), **Communication Yearbook 10,** (pp. 727-742) Newbury Park, CA: Sage.
The authors investigate the influence of job category on perceived benefits and level of adoption of the intelligent telephone system. The results of a study of a large Fortune 500 company are reported.

Steinfield, C. W. (1986). Computer-mediated communication in an organizational setting: Explaining task-related and socio-emotional uses. In M. L. McLaughlin (Ed.), **Communication Yearbook 9,** (pp. 777-804) Beverly Hills, CA: Sage.
This study examines factors explaining the amount of task and social use of electronic mail in an organization.

Goldhaber, G. M., & Rogers, D. P. (1979). **Auditing organizational communication systems: The ICA Communication Audit.** Dubuque, IA: Kendall-Hunt.
This book provides an in-depth description of the International Communication Audit methodology.

Jablin, F. M. (1980). Organizational communication theory and research: An overview of communication climate and network research. In D. Nimmo, (Ed.)**Communication Yearbook 4**,(pp. 349-366) New Brunswick, NJ: Transaction Bks.
This article summarizes concepts and issues related to the psychological approach to climate research and the sociological approach to network research and suggests a model to integrate the two areas into a single paradigm.

McKinney, B. C. (1983). Organizational climate: A summary of research and controversy. Paper presented at the Eastern Communication Association meeting. ERIC ED 229 820.
This review examines climate perceptions of the work environment as assessed by self-report measures.

Information Processing and Decision-making

Dunning, R. S., & Sincoff, M. Z. (1978). The upward progress of unusually good ideas in a four-tier hierarchy. Paper presented at the International Communication Association meeting. Chicago, IL. ERIC ED 157 119
This paper mathematically compares the progress of unusually good ideas in an organizational hierarchy to that of ordinary ideas. It also investigates the problems associated with the acceptance of good ideas.

Eisenberg, Eric (1984). Strategic ambiguity. **Communication Monographs, 51**, 227-242.
This paper defines strategic ambiguity , its role in an organization, and argues that communicative clarity is non-normative and not a sensible standard for measuring individual or organizational effectiveness.

Kreps, G. L. (1980). A field experiment test and evaluation of Weick's model of organizing. In D. Nimmo (Ed.), **Communication Yearbook 4**, (pp. 389-398) New Brunswick, NJ: Transaction Books.
This study tests Weick's model of organizing which posits a direct relationship between the levels of information equivocality input into organizations and the frequency and types of communicative responses.

Poole, M. S. (1978). An information-task approach to organizational communication. **Academy of Management Review, 30**, 493-504.
Viewing communication as an organizational task, Poole presents a conceptual framework for determing factors that create communication structures in organizations. A series of propositions relate information task characteristics to organizational task variables, communication structure, power and influence.

Stohl C. (1986). The role of memorable messages in the process of organizational socialization. **Communication Quarterly, 34**, 231-249.
Based on an analysis of interviews conducted in a small company, this study examines the structure, form, and nature of the content and context of memorable messages exchanged within an organization. Implications for socialization research are discussed.

Communication and Organizational Culture

Harris, L., & Cronen, V. (1979). A rules-based model for analysis and evaluation of organizational culture. **Communication Quarterly, 27**, 12-28.
This paper advances a model which analyzes organizations as cultures and evaluates them in terms of communicative competence. It presents a protocol for the analysis and study of organizations from an interactionist perspective based upon a case study, and derives implications for both theory and consultants.

Pacanowsky, M. E., & Trujillo-O'Donnell, N. (1983). Organizational communication as cultural performance. **Communication Monographs, 50**, 126-147.
The authors argue that process can be introduced into the conceptualization of organizational culture by looking at organizational communication as cultural performance. They examine five cultural performances: ritual, "passion," sociality, politics, and enculturation, suggesting directions for future research.

Schall, M. (1983). A communication-rules approach to organizational cultures. **Administrative Science Quarterly, 28**, 557-581.
This study addresses the interface of culture, organization, and communication rules. An inductive, multifaceted method is set up to assess the feasibility of identifying group culture by discovering communication rules.

Smircich. L. (1983). Concepts of culture and organizational analysis. **Administrative Science Quarterly, 28**, 338-58
This review traces the ways culture has been developed in organizational studies and identifies the intersections of culture theory and organizational theory in five areas: comparative management, corporate culture, organizational cognity, organizational symbolism , and unconscious processes and organizations.